

Core brief

Report from August meeting of the NHSGGC Board (27 August 2025, 2.30pm)

The Board of NHS Greater Glasgow and Clyde met on Thursday, 21st August 2025.

This summary sets out key updates and issues considered at the meeting. The full set of papers from last week's meeting are [here](#).



Chair's Report

Dr Lesley Thomson KC, Chair, shared highlights from her recent engagements since the last meeting. These included a visit to the Friends of Glasgow Royal Infirmary Museum, which provided a valuable opportunity to reflect on the historical evolution and advancement of medicine in Glasgow.

She also met with staff across several NHSGGC sites, including the New Victoria Hospital, Gartnavel General Hospital, and most recently, the Queen Elizabeth University Hospital and Royal Hospital for Children. During the latter visit, NHSGGC had the honour of welcoming Jenni Minto, Minister for Public Health and Women's Health.

The Chair also spoke of three highlights in this period including:

- Planned Care – there is increased assurance that the proposed projections will be met by March 2026 and that teams are working hard to deliver these.
- NHSGGC Glasgow Centre for Population Health Hackathon – hosted at the Teaching and Learning Centre, the Hackathon was a great success.
- Appreciation of Emergency Medicine colleagues – the Chair highlighted how ED staff are continuing to face pressure daily and thanked them for their incredible commitment to their work.

Chief Executive's Report

Professor Jann Gardner, Chief Executive, echoed the Chair's reflections on the valuable visits that have taken place over the summer, including her engagements with staff at Inverclyde Royal Hospital and Queen Elizabeth University Hospital.

She also shared her pride in opening the Equalities, Diversity and Inclusion Conference, which reinforced the importance of treating everyone with dignity and respect.



Professor Gardner emphasised the value of learning from individuals with lived experience, highlighting how these insights continue to shape and strengthen NHSGGC's approach to inclusive care.

Progress in planned care was warmly welcomed, with sincere thanks extended to the teams working to increase the number of procedures delivered. Recognition was also given to the Flow Navigation Centre and Interface teams for their dedication and contribution to ongoing service improvements, reaffirming NHSGGC's commitment to enhancing patient care.

Looking ahead, Professor Gardner highlighted the upcoming Board Hackathon, which will focus on Whole System and Social Care integration. She also welcomed new senior appointments to NHSGGC who will take post in coming weeks, including Deputy Chief Operating Officer Russel Coulthard, Director of Finance Michael Green and Director of Whole System Flow Carron O'Byrne.

Patient Story

This month's [story](#) featured two patients who have had robotic surgery as part of their treatment for colorectal cancer. They shared their personal journeys while Professor Campbell Roxburgh spoke about the advances in this technology and the benefits for people.



NHSGGC Board Performance

Deputy Chief Executive William Edwards provided an update on performance against KPIs set out in the Assurance Information Framework (AIF).

Acute planned care activity continued to exceed targets, with 8,117 additional patients accessing outpatient, endoscopy, and imaging services between April and June 2025.

Efforts to reduce long waits remain a priority, and the Board was provided an update that a revised plan has been developed to lower the number of Inpatient and day case patients (IPDC) waiting over 52 weeks from a previously projected 9,944 to 7,750 by March 2026.

CAMHS waiting times also showed strong performance, with local figures (99.7%) surpassing the national target of 90%.

Cancer waiting times were identified as a key area for improvement in relation to 62-day performance, with targeted actions underway. Attendees were referred to the performance paper for further details on improvement priorities.

[Click here to read the full Board paper.](#)

Transforming Together Update & GGC Way Forward

Deputy Chief Executive William Edwards shared an update on NHSGGC's transformation journey, as outlined in the 2025/26 Annual Delivery Plan. The three-year vision aims to reshape care delivery, ease system pressures, and improve patient outcomes across Greater Glasgow and Clyde.

He referred to a paper detailing progress so far, including additional staff to support patient flow, as well as additional community capacity to support a drive to reduce hospital occupancy.

A new governance structure is now in place, and each programme is refreshing its plans to identify milestones, risks, and opportunities to help underpin six priority areas: Primary Care, Interface & Urgent Care, Mental Health, Cancer & Planned Care, Maternity & Neonatal Care, and Infrastructure.

The Deputy Chief Executive listed actions for GGC Way Forward including:

- Intermediate Care Beds: 51 commissioned across Glasgow and Clyde, with 32 already operational to ease hospital discharge pressures.
- Hospital at Home: Expansion continues, including respiratory-focused beds in Glasgow City and Renfrewshire.
- Frailty at the Front Door: Weekend services at Royal Alexandra Hospital and Queen Elizabeth University Hospital to be enhanced by the end of September alongside service development at GRI.
- Virtual beds: 69 beds in place with support in place to increase the OPAT beds to 117 which will take pressure off acute system as well.
- Emergency Department enhancements.

He emphasised the strong staff engagement and belief in the transformation process, with continued collaboration across HSCPs to deliver out-of-hospital care solutions.

[Click here to read the full Board paper.](#)

Quality Strategy, Quality Everyone Everywhere – Impact Report 2024/25

Director of Nursing and Midwifery, Professor Angela Wallace, presented an update on the first Quality Everyone Everywhere Impact Report, approved by the Board in June 2024.

Attendees were directed to the paper that highlights year one progress across the strategy's priorities - Safe, Effective and Efficient, Person-centred, Co-production, Listening, Learning and Improving - guided by the "Everyone, Everywhere" message. The strategy was developed with extensive engagement from people who use NHS Greater Glasgow and Clyde, and those who work here.

Prof Wallace said that over the last year, that spirit has continued with the message of quality for "everyone, everywhere" and coproducing with staff and members of the public, while also ensuring the strategy aligns with and supports the GGC Way Forward.

Key achievements include over 600 staff trained in Shared Decision Making, the co-design of a Person-Centred Standard and Measurement Framework, and the

completion of the DNACPR Guideline review. Thirteen Values-Based Reflective Practice groups are now active, and a major design event in March 2025 brought together 163 participants to shape a new framework for Palliative Care.

The OASIS Quality Framework is helping improve communications and engagement across NHSGGC, while the co-designed *House of Kindness* programme is aligning with initiatives like Civility Saves Lives and the Peer Support Network. Despite some delivery challenges, the report reflects strong progress and a continued commitment to compassion, respect, and transparency in care.

[Click here to read the full Board paper.](#)

United Nations Convention on the Rights of the Child update

Dr Emilia Crighton, Director of Public Health, highlighted the ongoing work to embed the United Nations Convention on the Rights of the Child (UNCRC) across NHS Greater Glasgow and Clyde services. Following the incorporation of the UNCRC into Scots law on 16 July 2024, all children and young people under 18 now have protected rights under the new legislation.

Dr Crighton emphasised that children and young people hold the same human rights as adults, alongside additional rights that support their development and wellbeing. NHSGGC is required to take proactive steps to ensure these rights are upheld in all services and decisions affecting young people, directly or indirectly.

Dr Crighton reaffirmed NHSGGC's commitment to ensuring that the voices and rights of children and young people are recognised and respected throughout the organisation and directed attendees to the paper for actions taken.

[Click here to read the full Board paper.](#)

Research and Innovation strategy update

Medical Director, Dr Scott Davidson, provided an update on progress toward the Research and Innovation Strategy 2024–2029, and NHSGGC's commitment to delivering a successful research and innovation programme that aligns with our ambitious Transforming Together agenda. He introduced Director of Research and Innovation, Professor Jesse Dawson, who highlighted key milestones and emerging opportunities.

Professor Dawson outlined major developments, including NHSGGC's commercial research centre, advanced imaging infrastructure, and leadership in NIHR-funded clinical trials – especially in stroke care. Notable studies include the PHOENIX trial, aimed at reducing medication side effects, and a new rheumatology trial.

Further progress includes NHSGGC's involvement in national rare disease research, expansion of the Dementia Trials Network, and new obesity-focused trials improving access to treatments. Inclusion remains central, with community partnerships supporting research delivery.

Optimisation efforts continue through collaboration with the University of Glasgow to build a new AI-enabled research space. The NHSGGC-hosted West of Scotland Innovation Hub is now the country's busiest innovation hub, driving healthcare-focused AI solutions.

[Click here to read the full Board paper.](#)

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